

FORM NP - NEW PROGRAM PROPOSAL FORM

Sponsoring Institution(s): University of Central Missouri

Program Title: MS Ethical Strategic Leadership (MS ESTL)

Degree/Certificate: MS Ethical Strategic Leadership (MS ESTL)

Options: N/A

Delivery Site(s): University of Central Missouri – Central Summit Center in Lee's Summit, MO

CIP Classification: 52.0213 Organizational Leadership

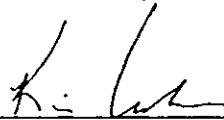
Implementation Date: August 2016

Cooperative Partners: UCM Aviation Department

Expected Date of First Graduation: May, 2017

AUTHORIZATION

Kim Andrews, Vice Provost



Name/Title of Institutional Officer Signature

03/28/2016

Date

Chris Opatrny, Department Chair

(660) 543-4026

Person to Contact for More Information Telephone

MS in Ethical Strategic Leadership (MS ESTL)

Rationale for Program

- Evidence of Market demand / Societal need supported by research
- Discussion of intra-institutional collaboration at the University of Central Missouri with the Department of Aviation

The Education Advisory Board (EAB), based in Washington, DC, recently released a whitepaper¹ on the prevailing trends of graduate education and its predictions for the future market for professional Master's programs. According to EAB, "Across the next decade, master's degrees are projected to grow far faster than degrees at any other level. By 2022, experts predict, master's degrees will account for nearly a third of all degrees awarded. This new growth will come primarily from professional master's programs focused on specific job skills that help students gain a new job or advance in an existing position." (p.8). With regard to market segment, "In both core disciplines and new niche fields, the key to capturing emerging market growth is customizing offerings not just to 'working professionals' but to distinct segments... through features such as flexible delivery, stackable credentials, practical experience, accelerated format, interdisciplinary pathways, and professional development... Freed of these constraints, professional master's programs appeal to the needs of a much larger population." (p.8).

Currently, UCM's School of Business Administration offers a concentration in Ethical Strategic Leadership within the Master of Business Administration program (MBA ESTL) at UCM's Summit Center. The offering of this concentration will be discontinued and replaced with this full degree program with approval from CBHE. This is a logical evolution of curriculum offering given the EAB report and our own experiences. Students who have completed and who are currently enrolled in the MBA ESTL have requested more in-depth study in ethical strategic leadership than currently afforded under the MBA approach. Similar to the current MBA ESTL, the program is designed for working professionals.

The proposed MS program in Ethical Strategic Leadership (MS ESTL) was designed to specifically address many of the issues which were highlighted by the EAB whitepaper mentioned above, especially schedule and academic preparation. The proposed program will be offered in a 6 credit per semester cohort format on Monday and Tuesday nights which allows students to travel for work 3 days a week. The program is designed for professionals working as managers who were predominately trained in undergraduate academic disciplines beyond business.

Because the proposed program was designed to meet the needs of those without an undergraduate business degree, the decision making focus has been spread among many courses with a focus on application in the workplace. Thus, rather than two courses that focus on the traditional accounting and finance disciplines, decision making using statistics, management science, financial information, forecasting, etc. will be embedded into many of the courses with clear connection to the ethical strategic use in the students' workplace.

The MS in Ethical Strategic Leadership (MS ESTL) will initially be offered only at the University of Central Missouri's Summit Center in Lee's Summit, MO. This five semester cohort program starts only in fall semesters. The 30 credit-hour program includes nine 3-credit courses and one 3-credit Applied Learning Experience (ALE) which is a faculty-mentored, student-driven project which utilizes the program outcomes to address a real challenge or project within the student's workplace and exhibits the student's mastery of the four MS ESTL program objectives. The ALE will also serve as a summative assessment of the program outcomes.

The proposed program was developed with the UCM Aviation Department and will share several courses from the MS ESTL with the Aviation Department's proposed master's program, which is provided to CBHE for consideration as a stand-alone, separate program.

¹Education Advisory Board, *Understanding the Changing Market for Professional Master's Programs*, 2015, Washington, DC.

FORM SE - STUDENT ENROLLMENT PROJECTIONS

STUDENT ENROLLMENT PROJECTIONS

Year	1	2	3	4	5
Full Time	n/a	n/a	n/a	n/a	n/a
Part Time	18	38	42	46	48
Total	18	38	42	46	48

Provide a rationale regarding how student enrollment projections were calculated:

For several years, UCM has offered an MBA in Ethical Strategic Leadership concentration at the Summit Center in Lee's Summit Missouri. Beginning in the second cohort after launch, this program drew approximately 16-19 students per cohort. With the focus on non-business undergraduates, and as supported by the EAB whitepaper (cited on previous pages)—the MS ESTL is expected to have higher enrollments than the MBA ESTL. However, capacity per cohort will be approximately 24 students. The proposed program starts with a new cohort each fall semester.

Year	Cohort in 1st yr of program	Cohort in 2nd yr of program	Total students in process	Notes
1	18	n/a	18	The program consists of 5 consecutive semesters (fall, spring, summer, fall, spring) of continuous study .
2	20	18	38	
3	22	20	42	
4	24	22	46	
5	24	24	48	

Provide a rationale for proposing this program, including evidence of market demand and societal need supported by research:

The rationale is provided within the previous two pages of this document.

Evidence of Market Demand

With specific regard to graduate programs in business, the demand for the MS ESTL is expected to be similar or stronger than the demand for the MBA ESTL, as supported by the EAB data (p. 13) which suggests that 73% of the growth in master's business programs will be in non-MBA programs.

EAB² notes that between 2007 and 2012, enrollment in specialized business degrees such as marketing and management almost doubled (p. 30). Many professionals with undergraduate degrees in education, nursing, engineering, the arts and sciences, aviation and safety management enrolled in the first 4 cohorts of the MBA ESTL at the UCM Summit Center. In fact, 50% of the MBA ESTL cohort members either currently in or graduated from the program did not have an undergraduate degree in business. Further, given their fields of employment, the traditional MBA core was not expressly needed in their education. Rather, these professionals seek to understand, use and apply business concepts in their workplaces and make ethical strategic decisions with the information. They are data and information users, not the creators of the information and data, and thus need more in-depth study of how to make decisions rather than how to collect the data. Thus they need a different focus than a traditional MBA. This program will better meet such needs, and this is expected to be reflected in enrollment.

²Education Advisory Board, *Understanding the Changing Market for Professional Master's Programs*, 2015, Washington, DC.

PROGRAM DUPLICATION

The proposed program is a face-to-face Master's of Science (MS) program designed for professionals with work experience who are located in the eastern Kansas City metropolitan area. This program is housed within the Harmon College of Business and Professional Studies within the School of Business which is accredited by the AACSB. The AACSB accredited public institutions do not have any competing Master's of Science (MS) programs within their colleges of business. While there are programs in leadership, there are no other MS in ethical leadership programs at public institutions in Missouri.

FORM PS - PROGRAM STRUCTURE

A. Total credits required for graduation: 30

B. Residency requirements, if any: N/A

C. General education: Total credits: This graduate program does not require general education courses (specific courses OR distribution area and credits):

MS Ethical Strategic Leadership–

Students in the MS in Ethical Strategic Leadership program will

- Increase awareness of value systems (of oneself and others) and their influence on decision making
- Utilize analytical thinking to accomplish goals
- Participate in experiences to apply learning and demonstrate mastery
- Hone communication skills to build credibility with constituents

The MS in Ethical Strategic Leadership is a professional degree program for working adults. The admission requirements are as follows:

- Resume which documents at least three years of professional work experience
- Undergraduate Grade Point Average (GPA) of at least 2.5/4.0 overall or 2.75 in last 60 credit hours obtained.
- Demonstration of proficiency in basic quantitative areas necessary to be successful in the program (basic statistics, accounting, and finance). All applicants, regardless of undergraduate major, must pass an exam to exhibit proficiency before the end of the first semester in the program or sooner.

The MS in Ethical Strategic Leadership (MS ESTL) will be only offered at the University of Central Missouri's Central Summit Center Campus in Lee's Summit, Mo. This five semester cohort program starts only in fall semesters. The 30 hour program includes nine courses and one 3-credit hour applied learning experience (ALE). The ALE is a faculty- mentored, student-driven project which utilizes the course work to address a real challenge or project within the student's workplace and exhibits the student's mastery of the four MS ESTL program objectives.

REQUIRED GRADUATE COURSES		Sem. Hours
MGT 5320	Crafting Corporate Culture	3
MGT 5325	Managerial Communication	3
MGT 5360	Innovation for Strategic Advantage	3
MGT 5305	Strategic Management	3
MGT 5310	Seminar in Management	3
MGT 5370	Quantitative Decision Making	3
MGT 5371	Strategic Decision Making	3
MGT 5340	Building Leadership Credibility	3
HRM 5960	Employment and Development	3
MGT 6300	Applied Learning Experience	3
Minimum Graduate Hour Total		30

D. Major requirements: Total credits:

Course Number	Credits	Course Title
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see above for entire prescribed graduate program

E. Free elective credits: 0 this is a prescribed graduate program (Sum of C, D, and E should equal A.)

F. Requirements for thesis, internship or other capstone experience: The Applied Learning Experience (ALE) is the summative experience for this program. The 30 hour program includes nine 3-credit courses and one 3-credit hour applied learning experience (ALE). The ALE is a faculty- mentored, student-driven project which utilizes the course work to address a real challenge or project within the student's workplace and exhibits the student's mastery of the four MS ESTL program objectives/outcomes.

G. Any unique features such as interdepartmental cooperation:

Collaborative Efforts

The proposed MS in ESTL was developed jointly with the Aviation Department at the University of Central Missouri. The MS ESTL shares some courses with the proposed Master of Business and Science, Aviation Technology & Operations Management (currently awaiting CBHE approval).

FORM PG - PROGRAM CHARACTERISTICS AND PERFORMANCE GOALS

Institution Name: University of Central Missouri

Program Name: Master of Science, Ethical Strategic Leadership

Date: March 1, 2016

(Although all of the following guidelines may not be applicable to the proposed program, please carefully consider the elements in each area and respond as completely as possible in the format below. Quantification of performance goals should be included wherever possible.)

Student Preparation

Any special admissions procedures or student qualifications required for this program which exceed regular university admissions, standards, e.g., ACT score, completion of core curriculum, portfolio, personal interview, etc. Please note if no special preparation will be required.

Characteristics of a specific population to be served, if applicable.

The MS in Ethical Strategic Leadership is a professional degree program for working adults. The admission requirements are as follows:

- Resume which documents at least three years of professional work experience
- Undergraduate Grade Point Average (GPA) of at least 2.5/4.0 overall or 2.75 in last 60 credit hours obtained.
- Demonstration of proficiency in basic quantitative areas necessary to be successful in the program (basic statistics, accounting, and finance). All applicants, regardless of undergraduate major, must pass an exam to exhibit proficiency before the end of the first semester in the program or sooner.

Faculty Characteristics

Any special requirements (degree status, training, etc.) for assignment of teaching for this degree/certificate.

Estimated percentage of credit hours that will be assigned to full time faculty. Please use the term "full time faculty" (and not FTE) in your descriptions here.

Expectations for professional activities, special student contact, teaching/learning innovation. The Department of Management is a student-focused organization providing collaborative, experiential, and active learning environments to develop future managers and leaders.

Qualified faculty will have strong academic backgrounds as well as real-world experience. The Department of Management highly values previous teaching experience utilizing outcomes driven, team-based, and experiential learning. The department also values professional managerial experience. All faculty who teach in the Department of Management must meet AACSB qualifications as an AACSB Accredited institution.

Required Academic Qualifications:

Doctorate or appropriate Master's degree with the required tested experience from an institution with an AACSB-accredited business program.

Experience

Required:

- Experience sufficient to meet AACSB Qualifications
- Excellent written communication, oral communication, and interpersonal communication skills

Preferred:

- At least one year of teaching or two years of training experience
- Well versed in experiential education
- Evidence of mentoring ability
- 3-5 years relevant business experience
- Strong quantitative skills
- Experience in or willingness to embrace team, experiential learning
- Ability to mentor students
- Ability to work well with students, staff, business partners and clients
- Have experience or willingness to work with real businesses and integrate their problems into course-related scenarios or projects.

This 30 credit-hour program consists of nine 3-credit courses and a 3-credit Applied Learning Experience (ALE). The Department of Management plans to staff the nine 3-credit courses with a mix of full-time tenured or tenure-track faculty and qualified part-time faculty. 15 of the 27 hours of the proposed MS in ESTL will definitely be able to be staffed in-load by current full-time faculty. Additionally, it is expected that approximately 6 credits (two courses) will be staffed by qualified part-time faculty. This leaves approximately 6 credits that will be staffed by full-time faculty via a shift from undergraduate courses on-campus to the proposed MS ESTL where the campus undergraduate courses will be staffed by qualified part-time faculty. Because this program shares several courses with a separately proposed MBS in Aviation Technology in Operations Management, the Department of Aviation may staff one or more courses in the program as needed with their qualified faculty. Lastly, the ALE is a faculty-mentored, student-driven project which utilizes the course work to address a real challenge or project within the student's workplace and exhibits the student's mastery of the four MS ESTL program objectives. In summary, in order to staff the proposed MS ESTL, the Department of Management will rely on a mix of faculty as shown below which means that 4 additional courses per year will need to be staffed by part-time faculty to facilitate the staffing of this program.

Credit hours (Courses)	Staffing Information	Notes
15 cr (5)	In-load by Management Dept Faculty	No change – currently staffing MBA ESTL concentration which the proposed program will replace
3 – 9 cr (1-3)	Qualified part-time faculty	
3 – 9 cr (1-3)	Management Department faculty	Undergraduate load shift to part-time faculty so full time can teach MS ESTL
3 cr - ALE	Any faculty member teaching in program	Not in-load, stipend to faculty

Enrollment Projections

Student FTE majoring in program by the end of five years.

See Table below

Percent of full time and part time enrollment by the end of five years.

This is a part-time graduate program. All (100%) of the students are part-time taking 6 credits per semester with their cohort and an additional 3-credit Applied Learning Experience (ALE) towards the end of the program. See Form SE for more information on the ALE requirement.

Year	Cohort in 1 st yr	Cohort in 2 nd yr	Total students in process	Notes
1	18	n/a	18	The program consists of 5 consecutive semesters (fall, spring, summer, fall, spring) of continuous study .
2	20	18	38	
3	22	20	42	
4	24	22	46	
5	24	24	48	

Student and Program Outcomes

- Number of graduates per annum at three and five years after implementation.

Year	Cohort in 1 st yr	Cohort in 2 nd yr	Total students in process	End academic year May graduates	Cumulative graduates
1	18	n/a	18		
2	20	18	38	18	18
3	22	20	42	20	38
4	24	22	46	22	60
5	24	24	48	24	84
6	24	24	48	24	108
7	24	24	48	24	132

- Special skills specific to the program.

Students in the MS in Ethical Strategic Leadership program will

- Increase awareness of value systems (of oneself and others) and their influence on decision making
- Utilize analytical thinking to accomplish goals
- Participate in experiences to apply learning and demonstrate mastery
- Hone communication skills to build credibility with constituents

The 30 hour program includes nine courses and one 3-credit hour applied learning experience (ALE). The ALE is a faculty- mentored, student-driven project which utilizes the course work to address a real challenge or project within the student's workplace and exhibits the student's mastery of the four MS ESTL program objectives.

Proportion of students who will achieve licensing, certification, or registration.

This program does not prepare students for particular licensing nor certification.

Performance on national and/or local assessments, e.g., percent of students scoring above the 50th percentile on normed tests; percent of students achieving minimal cut-scores on criterion-referenced tests. Include expected results on assessments of general education and on exit assessments in a particular discipline as well as the name of any nationally recognized assessments used.

N/A

Entrance Assessment:

One of the admissions criteria for the program is a demonstrated proficiency in basic Accounting, Finance, and Statistics (to ensure each student is prepared and set up for success in the quantitative portions of the program). There are three options from which the student may

choose to demonstrate the proficiencies: take the GMAT and score 400 or better; take a boot camp covering these three content areas and score 80% or better on an assessment administered at its conclusion; or take online modules in each of the three content areas and score 85% or better on the online assessments administered at the conclusion of each module.

Exit Assessment:

Prior to the conclusion of the program, each student must complete the Applied Learning Experience (ALE), which is a 3-credit hour course (MGT 6300). The ALE is a faculty- mentored, student-driven project which utilizes the course work to address a real challenge or project within the student's workplace. Successful completion of the ALE exhibits the student's mastery of the four MS ESTL program objectives.

Placement rates in related fields, in other fields, unemployed.

This program is designed for working adults who seek additional skills, knowledge or promotion.

Transfer rates, continuous study.

This cohort program requires continuous study at 6 credits per semester.

Alumni and Employer Survey

Expected satisfaction rates for alumni, including timing and method of surveys

The program coordinator will contact alumni with a satisfaction survey 12, 36, and 60 months post graduation

Expected satisfaction rates for employers, including timing and method of surveys

As appropriate, the program coordinator will contact employers with a satisfaction survey 12, months post graduation for graduates who are still employed by the same organization by which they were employed during the program. It is expected that many students/cohort members cite either promotion or advancement outside their current organization as the impetus for enrolling in the MS ESTL. Thus, the results from the alumni satisfaction survey will be more critical.

Plans for Accreditation

As a program in the University of Central Missouri's School of Business Administration and in the Department of Management, it will be subjected to accreditation requirements of the Association to Advance Collegiate Schools of Business (AACSB) International.

Institutional Characteristics demonstrating why your institution is particularly well equipped to support the program

The Department of Management in the Harmon College of Business and Professional Studies (HCBPS) at the University of Central Missouri includes faculty with the qualifications to teach each of the courses in the proposed program. More specifically, there are two or more faculty qualified to teach each of the courses. The Department of Management has been coordinating the MBA ESTL at the Summit Center which was developed within the department and with the cooperation of the MBA Director, and the HCBPS Dean. The Management departmental faculty member responsible for coordinating the program (i.e. program coordinator) has been responsible for advisement and recruitment for the current MBA ESTL concentration. Consistent with the EAB research cited on the second and third pages of this report, the program coordinator has noted over the last few years that the fit between student needs and the program offerings would be more closely aligned with the proposed MS ESTL, rather than the current MBA ESTL. Therefore, the Department of Management has both the faculty expertise, recruitment and advisement expertise to lead the transition from the MBA ESTL at the UCM Summit Center to the MS ESTL.